

# Unleashing Change in Government

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# THEMES

- initiating a change process
- consolidating a change process
- change in the context of budget cutbacks

Change is hard because  
**THEREFORE...**  
“people resist change.”

## PERSUADING (OR THEIR ATTITUDES

- Participation
- "Burning platform"

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DO PEOPLE IN GENERAL  
RESIST CHANGE?

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Anthony Trollope  
He Knew He Was Right

OXFORD WORLD'S CLASSICS

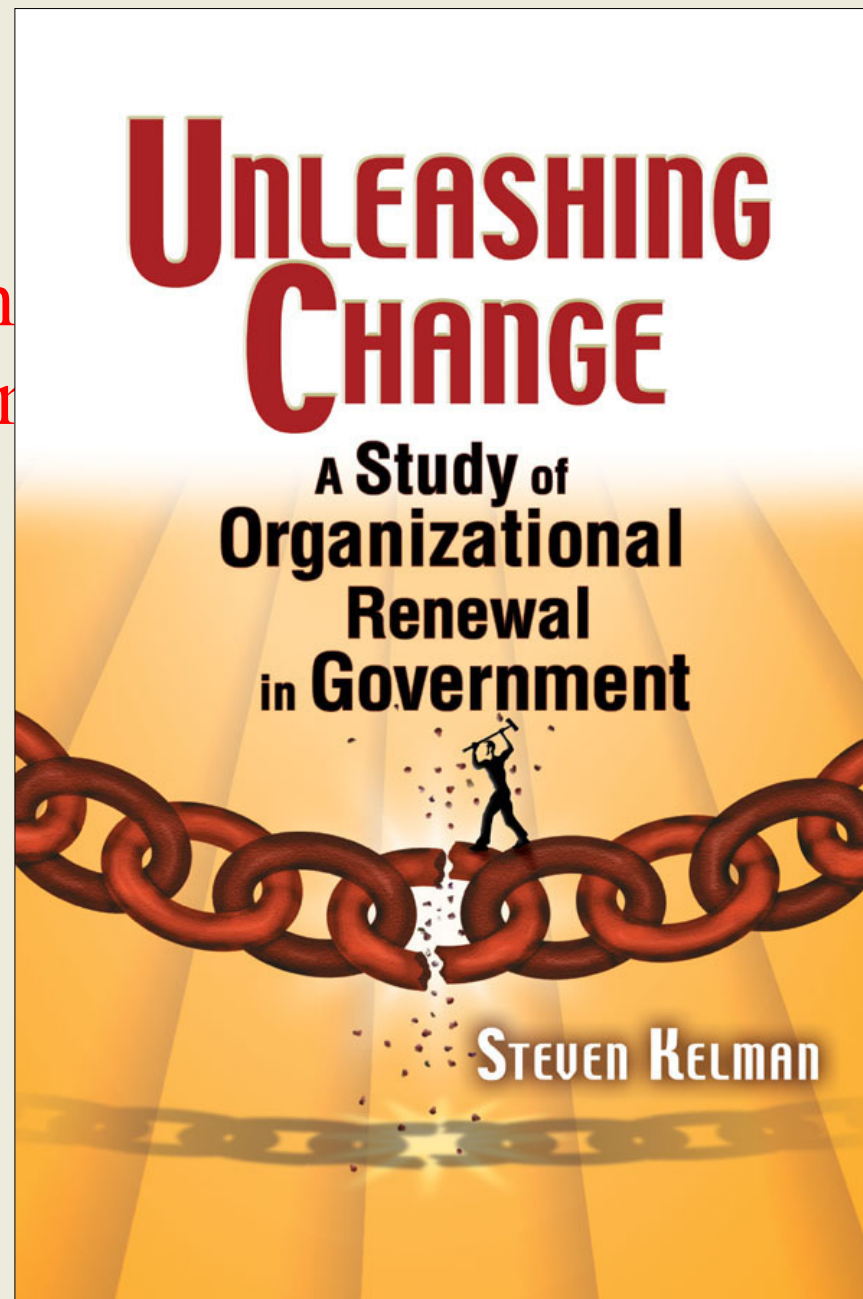
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# CONTEXT

Procurement reform  
U.S. federal government





# INITIATION

Many resist change, but not all.

**21st Century  
Logistics  
Solutions**



**We Are The  
Force**

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# CHANGE VANGUARD

- “Procurement reformers before procurement  
Change leaders reform!” potential allies.
- discontent with status quo
  - mission under performance
  - like taking risks
  - idealistic

# INITIATION

- Change vanguard can't institute change by itself.
- Leaders can't institute change by themselves.
- Both necessary.
- Change vanguard sees change-oriented leaders as giving them an opportunity to do what they had already wanted to do but felt they couldn't.
- Leaders “unleash” change.
- Priority should be getting supporters to act, not convincing opponents!

# CONSOLIDATING A CHANGE EFFORT

Successes obviously important

BUT ALSO:

Change can feed on itself – initiating and persisting with a change effort sets in motion forces that encourage spread of the change



# CONSOLIDATING A CHANGE EFFORT

- “mere exposure effect”
- “foot in the door”

“Don’t get bored!”



# THE BURNING PLATFORM...

- Government is a monopoly
- Can't fire people

“The best of all monopoly profits is a quiet life.”

-- J.R. Hicks

Tuesday, February 12, 2013, 12:29 pm



# THE Tim Cook: Apple's culture of innovation refuses to recognize any limits

By [Daniel Eran Dilger](#)

Speaking at the Goldman Sachs Conference, Tim Cook defended Apple from a whisper campaign that's seeding the idea the company is out of ideas and soon won't be able to continue to compete.



Asked about Apple's "culture of innovation," Cook said, "it's never been stronger. Innovation is so deeply embedded in Apple's culture. The boldness, ambition, belief there aren't limits, a desire to make the very best products in the world. It's the strongest ever. It's in the DNA of the company."





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# TRYING TO ASSESS THE PSYCHOLOGICAL EVIDENCE ON THIS

- Old findings about reverse U impact of stress on performance
- Competition has upside as well as downside – budget cuts/layoffs only “reward” is avoiding downside. Even in private sector, performance problems in organizations that are failing (downsizing research)
- Health costs of long-term stress
- Performance impact depends on interpretation of stress as “challenge” or “threat” – challenge elicits better performance
- “Threat” may get people to work harder on existing tasks (compared to no stress), but reduce creativity
- Can managers influence challenge/threat interpretation?